

CENTRAL INTELLIGENCE AGENCY




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Director, Office of Legislative Liaison

16 August 1984

NOTE TO: EXDIR
D/OP

- o In my previous incarnation I reviewed the Agency histories on the CT Program and on personnel administration generally, to check possible lessons learned and wheel-invention avoidance.
- o Attached extracts from this history of personnel administration (1947-68) may be educative or provocative in connection with the Excellence program or future planning. They may also obviate, or catalyze, reading the 112 page report.


Charles A. Briggs

STAT

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[redacted] (Jan. 1975)

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How We Get Where We Are:Digest of Overview and Oral HistoryPersonnel Administration, 1947-1968Foreward

"Historians, said Phillip Guedella, spend so much time wondering how Napoleon lost the Battle of Waterloo that they forget to ask how Wellington won it. Personnel administration, like administration in general, has been an uphill battle in CIA. In the main it has been a winning battle although the casualties have been heavy, particularly among Personnel Directors, few of whom have left office with their reputations intact..."

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Civil Service Commission ruling, August 1949, that CIA not required to follow the Classification Act; however all DCI's since Hillenkoetter chose to follow the principles of the Act... never really accepted by DDP - major source of difficulty and main reason for Meloon's resignation in 1955. [Meloon 2nd D/Pers after William J. Kelly, and first professional personnel officer. Denied access to unvouchered fund personnel records; later

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[redacted] took over responsibility for personnel records on all contract personnel.]

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[redacted] put OSO, OPC personnel units together with CIA Personnel Staff under DDA.

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Recruitment - unchecked! [redacted] in 1952: particularly for OPC. New position: Asst Dir/Personnel added to back up recruitment in July 1951-a position superior to the Personnel Director: BG F. Trubee Davison, "a far more prestigious figure than the Government personnel types, was imported as the first AD/P." Position continued 1951-55 to embarrassment of Meloon in dealing with CSC, Selective Service, DoD, etc.

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Col. White took the heat. In 1971 he said no one is ever going to be the G-1 [Asst Ch/Staff for Personnel] of the CIA...

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DCI Smith shocked to learn FY53 budget had people ceiling at [redacted]-at first he wanted to set ceiling at [redacted] but with that number already on board and [redacted] in pipeline, he compromised at [redacted]

The Dir/Pers (Trubee Davison) immediately resigned and Matt Baird became Actg AD/Pers for 4 months. Meloon said that that short time, with Baird running both Personnel and Training was best - believe they should be combined.

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- o Despite freeze, [redacted] came on board in FY52, thus 170% increase from June '50-June '53 [Korean Hump]: felt for 2 decades, though not discussed until 1959.

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- o Budget, T/O's et al divided between OF, Class. & Wage Div/Pers, Management Staff (John O'Gara). DDA (Col. White) could approve but not disapprove T/O's.

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- o At time of freeze at [] the T/O in fact was [] - so headroom and maneuver room existed aplenty, but became a threat in mid-50's when reconciliation attempted and T/O became control document. Extremely critical IG report in 1953, leading to "crisis of confidence" and Meloon's resignation, refusing transfer assignment (later returned as D/OL acclaimed by those strong critics of 1955).
- o Greatest Meloon accomplishment: serving 4 years under dual AD/Pers-D/Pers management with none of the authority and all the responsibility. In 1954 20 items on which ADDA was awaiting answer included: development of a CIA Civilian Personnel Reserve, Agency policy on promotions and air travel.
- o OP reorganized in 1950 and relocated together in central spot - Curie Hall - order was brought from chaos under Meloon.
- o But - there was no role re the Career Service Program: OP took no initiative, [] says because fire-fighting milieu precluded planning. Line input prefer individual career services as means of managing own store. A central CIA Service was tried but died.
- o CIA anticipated the Federal Government by at least 5 years in establishing insurance program, both health and life; credit union expansion; employee aid; casualty assistance and early retirement - although the latter was 10 years in the making.
- o Many innovative ideas in the 1955-1956 hiatus period: DO competitive promotion, bio profile form, military reserve program, executive inventory (14 and above), revised salary system, SG-rating system, PRA's -- to blossom under Gordon Stewart as D/OP.
- o IG report of 1952: combine OTR and OP to end JOT wrangling.
- o Legislative task force under Career Service Board 1952-1956.
- o Gordon Stewart 1957-1960: convinced too many people on board. IG report on role of D/OP. Solution: decentralize personnel input to the Career Services, with OP help.
- o Particularly within DDP, many unqualified for FI because hired for PM; high grades block junior officer advance or hiring opportunity. But all agreed: don't do CSC-type RIF: controlled staffing and the "701 Program" [one-time exercise and then enforced attrition] Emmett Echols got to implement.

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- o Innovations under Stewart: flexible T/O; average grade controls and CSGA plus competitive promotion and PRA.
- o A new CIA salary scale was proposed in March 1958, discussed with House Cte on P.O. & Civil Service and Presidents Adviser/Personnel Management. Although it got encouraging reception - shelved. [Eventually Federal Salary Reform Act passed in 1962.]
- o 1957-1960: Recruitment de-emphasized-placement emphasized, including transfers to other agencies. Management Development Cte identified bright juniors for special training and development at Agency level. O/T rules revised - including contributing 8 hours [unique to CIA].
- o IG (Kirkpatrick) bombshell December 1959 that the Career Service Program was a failure and should be changed drastically: reduce Career Service Boards to 5 or 6 based on occupation. Stewart and DD's challenged IG. DCI supported D/OP. Also, retirement based on advantage to the government not rigors of O/S service on individual was sold.
- o 1960-1968: Emmett Echols. Career Council and Career Staff faded out in February 1962: decisions were made by DDS, IG and DCI.
- o 1962 Task Force (Kirkpatrick) on Personnel Management.

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(As far as I got)

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